

MEMORANDUM FOR:

GROUP DIRECTORS AND  
GROUP CO-DIRECTORS

FROM:

WILLIAM E. TIMMONS

SUBJECT:

DECEMBER 8 REPORT

The initial reports filed on or about November 24 followed to a greater or lesser extent the guidance provided in my earlier memo, a copy of which is attached. It is worth all Team Leaders reviewing this guidance, because the basic elements remain the same. However, some further elaboration seems required.

#### TIMING

The due dates for interim and final reports remain the same. Some questions have been raised about the need for an interim report. Let me emphasize that there is a clear need. The final report should be a distillation of all that has gone before. To the extent portions of the interim can be retained for the final version, that should be encouraged. If done properly, duplication can and should be avoided. Further, Transition Budget and Policy planners can benefit from the information contained in the interim reports that might be relevant to their activities.

#### FORMAT

The tabs listed in the attached memo should be used. Not all initial reports followed this format.

Item I is particularly important, as those problems which require early high-level attention should be summarized here. If you have recommendations, they should be included here as well. Remember, these are key issues and should be limited and prioritized wherever possible.

Item II is in a sense the meat of the report, because it should contain a brief reference to all programs and policies administered by the agency concerned. Authority citations should be included, as should expiration dates. Grouping the summaries by major agency subdivisions will be helpful.

Item III is intended to provide a focus on the entire personnel situation, organizational structure, gross numbers, and key policy positions. Specific names, either incumbents or nominees, are not appropriate in this item.

The budget data in Item IV is quite important, but is not expected to be definitive for the interim report. However, the FY 1981 picture should be spelled out clearly in some detail. There should be break-outs as to personnel expenditures, operational costs and major program requirements. Historical perspective would be useful here too, if available (e.g. percentage of growth on a particular activity over past 3-5 years). As the FY 1982 budget figures become available this data should be included in the report (probably the final report).

Items V, VI, and VII are self-explanatory and should need no elaboration. Great care should be taken when collecting the data needed for Item VI so as to avoid any conflicts of interest or any undue interference with the regulatory process or other similar proceedings. The recommendations, which should be reserved for Item VII of the final

report, are intended to be all-encompassing and relate to issues which are appropriately raised in other items of the report. They should be supported by evidence, and not be the product of pre-judgment on any team member's part.

Finally, it is worth repeating that these reports should be useful tools to assist the new Administration in understanding the environment in which it begins to operate. They should be comprehensible and helpful. They should add a beneficial dimension to the policy formulation activities now ongoing in a more abstract atmosphere. This means fact, as opposed to opinion, has to be stressed. And, once again, I need to emphasize that only three copies of each report are to be prepared and distributed in accordance with the attached memo. No others are to be prepared or released.

I look forward to seeing the work product on December 8.

Enclosure

**MEMORANDUM FOR: GROUP DIRECTORS AND CO-DIRECTORS**

**FROM: BILL TIMMONS**

**SUBJECT: REPORTS**

This memorandum sets forth guidelines for the reports which will be produced by each Department and Agency Team Leader resulting from team fact-gathering activities during the transition.

These reports are the principal reason for our existence, and must therefore demand maximum time and attention.

**TIMING**

I visualize a requirement for three reports from each team leader, to be submitted on the following dates:

Monday, Nov. 24 - initial report  
Monday, Dec. 8 - interim report  
Monday, Dec. 22 - final report

**FORMAT**

Each report should be divided into the following sections, to be contained in loose leaf notebooks or binders as separate tabs:

- I. Introduction with summary of most important early decisions and major problem areas. Also lists of those involved in teams.
- II. Policy/Programs Review (by bureau, division or Administration).
- III. Personnel with emphasis on PAS and "C" appointments.
- IV. Budget
- V. Legislative with concentration on Congressional issues to be faced early in the 1981 session.
- VI. Miscellaneous to include regulations and rules which are in promulgation, pending or anticipated litigation, and items on Team Leader's check list.
- VII. Recommendations (probably only for final report).

The final reports will be prepared in triplicate, each to be contained in red, white and blue binders.

The red books will be kept by the Team Leaders and used as briefing books for new Cabinet and Subcabinet officers. The white books will be retained by Group Directors and Co-Directors for reference and review. The blue books will be retained by Ed Meese for use by the President-Elect, Vice President-Elect and senior policy advisors.

## **LENGTH**

Without attempting to promulgate a hard and fast rule, each report section should ordinarily not exceed 10 pages. In most cases, of course, this will necessitate an executive summary approach. Additional back-up material should be contained in properly designated black binders.

## **STYLE**

All reports, whether initial, interim, or final, should be in a crisp, concise and factual style. The people who will be reading and relying on these reports will be short of time and have much to read, so the reports should be prepared with that in mind. Arcane language, unfamiliar acronyms, and ambiguous statements should be avoided.

I anticipate Cabinet officers and some agency heads will be designated between the interim and final reports so Governor Reagan's nominees may participate somewhat in the last report.

The post-Holiday period should be used for briefing the incoming Sub-cabinet and preparing them for confirmation hearings. This will be a crucial phase since current Administration officers will be leaving, newcomers will not be settled and chaos will reign unless we provide an appropriate cushion for a smooth transition.

Good luck!